



July 3#, 2024

Russell Dean  
Town of Exeter  
10 Front Street  
Exeter, NH 03833

Dear Russell,

We want to express our sincere gratitude to the town of Exeter for the significant increase in last year's grant, from \$3,500 to \$5,000, a 43% rise. This funding plays a crucial role in subsidizing the costs associated with providing shelter and supportive services to families and individuals in the town of Exeter who are unhoused. With your support, we can work with residents and help them return to permanent housing, making a tangible difference in our community.

**Of all residents served in FY24, eight were from Exeter, totaling 336 bed nights. The average cost per bed night per individual is \$108, giving a total cost of \$36,288. We hope you will grant \$25,000 for FY25, which will go towards that total cost.**

Cross Roads House is open 24/7/365, providing the vital services that allow our residents to stabilize and to successfully navigate the process of finding housing, including:

- Safe and clean shelter
- Basic needs like meals, access to showers and laundry, phone, mail, and internet
- Supportive services, including life skills assessment, individualized case management, "Rent Ready" seminar classes, and referrals to other vital services throughout the community
- Other wrap-around services provided by partner agencies, including mental health and substance use disorders counseling and primary medical care
- Post-shelter support to help maintain housing provided by Housing Stability Case Managers
- HUD Funded Permanent Supportive Housing (Housing First) Program

Cross Roads House has a proven formula for success in making a difference in the lives of those in need. Given the breadth of service we provide to those from your community and across the Seacoast, we hope you will consider this request for support for this year. Please let me know if you need further information. I would be happy to discuss our request with you.

Sincerely,

Wildolfo Arvelo  
Executive Director

*Town Manager's Office*

JUL 31 2024

*Received*

CROSS ROADS HOUSE  
600 Lafayette Road  
Portsmouth, NH 03801  
Ph 603.436.2218  
www.crossroadshouse.org  
info@crossroadshouse.org

CRH



TOWN OF EXETER, NEW HAMPSHIRE  
HUMAN SERVICES  
FY 2025

Organization's Name: Cross Roads House, Inc. Year Founded: 1982

Address: 600 Lafayette Road, Portsmouth, NH 03801

Executive Director/ Board Chair: Wildolfo Arvelo/Chuck Silva Tax ID Number: 22-2549963

Applicant Contact: Joanne Muckenhoupt Email: j.muckenhoupt@crossroadhouse.org

Address: 600 Lafayette Road, Portsmouth, NH 03801 Phone: 603-436-2218

**Organization's Mission Statement and Statement of Grant Purpose (e.g. This grant will be used...):**

This grant will be used to support our mission of offering shelter, respect and collaborative solutions to unhoused individuals and families bringing them to permanent housing so that they may thrive in their community

**Brief Detailed description of how the money will be specifically utilized for Exeter residents:**

We ask for this funding to subsidize the costs associated with providing shelter and supportive services to families and individuals in the NH Seacoast area who are unhoused, including supporting unhoused citizens of Exeter. CRH is open 24/7/365, providing the vital services that allow our residents to stabilize and to successfully navigate the process of finding housing, including: safe and clean shelter, meals, access to showers and laundry, phone, mail, and internet; supportive services including life skills assessment and workshops, individualized case management, and referrals to other key services throughout the community; other wrap-around services provided by partner agencies, including mental health and substance use disorders counseling, and primary medical care; and post-shelter support to help maintain housing provided by Housing Stability Case Managers

% of overall services that goes to Exeter residents: 5% of overall bednights

# of Exeter residents served: 8 individuals for 336 total bed nights

List all geographic area(s) served by organization: Rockingham County, NH Strafford County, NH

Southern York County, ME

Total Municipal Contributions in 2024: \$45,000

APPROVED

DATE

SIGNATURE

\_\_\_\_\_

List each town that contributes and the amount received:

Town of Barrington	\$1,000
Town of Eliot	\$250
Town of Exeter	\$5,000
Town of Hampton	\$15,000
Town of Newcastle	\$250
Town of Newfields	\$500
Town of Newington	\$2,000
Town of Rye	\$2,500
Town of Seabrook	\$14,500
Town of Somersworth	\$1,000
Town of Stratham	\$1,000
Town of York	\$2,000

TOTAL \$ 45,000

Organization's total projected budget for FY 2025: \$ 3,500,000

**Amount Requested:** \$25,000

**Additional Information Required:**

Please supply the following items for a complete application to be considered:

1. Provide a narrative, not to exceed two pages in size 12 font
  - a) Organization's overview
  - b) Program changes and/ or highlights from the past year
2. FY24 funded organizations must submit a brief summary of how those funds were used to support Exeter residents
  - a) If your organization is requesting an increase in funding for FY25, submit justification of increased need
3. Complete financial statements
  - a) Operating budget
  - b) Balance sheet

I certify to the best of my knowledge that the information in this proposal reflects accurate data concerning need and estimates of planned/delivered services. The proposal was considered and approved for submission by the agency Board of Directors on July 31, 2024 (date).

By signing this application, the undersigned offers and agrees, if the proposal is accepted, to furnish items or services that is quoted. This agreement is subject to final negotiation and acceptance by the Select Board and the Budget Review Committee and subsequent contract award.

Director's (or Designee) Signature:  Date: July 31, 2024

Submit no later than July 31, 2024:

Town of Exeter  
Town Manager  
10 Front Street  
Exeter, NH 03833

## Overview:

For over 40 years, Cross Roads House has provided emergency and transitional shelter and supportive services to individuals and families in the NH Seacoast area who are experiencing homelessness. We are open and staffed 24/7/365. Shelter staff work collaboratively to help our residents move to safe, decent, and permanent housing in the most timely and successful way possible. Last year, we provided a total of 336 bed nights for 8 Exeter residents, and we anticipate serving approximately the same number in the upcoming year.

Everyone who comes to us seeks the fundamental promise of shelter and safety. However, each individual or family has a unique story that led them to become unhoused. Supervised by our Program Director, the Social Work team collaborates with Direct Services to help them stabilize, realize personal success, and find their path back to permanent housing. Once there, we continue that partnership, providing post-shelter case management as needed, further reducing the opportunity for recidivism or additional trauma.

To begin the process, each resident has a comprehensive needs assessment performed by their assigned Case Manager. This assessment focuses on basic survival needs first and then addresses long-range goals. Topics covered in the evaluation include:

- Housing and Employment History
- Safety Net Benefits
- Legal History and Outstanding Problems
- Sources of Income
- Educational and Employment Goals
- Personal Support Network
- Children's Health, Education, and Emotional Needs
- Substance Use Disorders, Mental Illness, or Health Problems

This personalized approach allows our team to leverage clinical expertise and experience, craft effective, collaborative, and personalized action plans. These plans are tailored to the unique skills, needs, assets, and preferences of each individual and/or family. We meet them where they are, ensuring they receive the care and attention they deserve.

Any resident residing in Phase 1 of the shelter actively working with their Case Manager on their housing goals and living drug and alcohol-free is eligible to apply to our Transitional Shelter Program or Phase 2. Participants in Phase 2 stay in more private

quarters, which allows for different work schedules and personal meal preparation. Staff from the Social Work team help individuals and families identify the patterns and choices that may have contributed to their becoming unhoused, assist in identifying their strengths, and provide guidance to enhance their well-being. After completing the Transitional Shelter Program, most residents who have fully participated feel ready to return to independent living in the community.

All Phase 1 and Phase 2 residents are invited to participate in "Rent Ready," a day-long workshop that prepares individuals and families to move from the shelter to stable housing by providing financial and legal guidance and the life skills training they need.

Topics covered include budgeting, credit repair, conflict resolution, and tenant's rights. The workshop is presented by a team of professionals, including our Case Managers, representatives from local banks, rental property management partners, former CRH residents, Portsmouth Housing Authority, and NH Legal Assistance.

Families and individuals moving from the shelter to permanent housing can receive post-shelter case management from a Housing Stability Case Manager (HSCM). The HSCM works with former shelter residents, providing intensive and ongoing home-based support, helping them stabilize, make new connections within the community, advocate for themselves, and maintain the support received while staying at CRH. The HSCM also serves as a resource to landlords so that any issues that arise can be dealt with promptly to avoid escalation that could lead to an eviction.

We also offer support to chronically homeless individuals out in the community through our Permanent Supportive Housing Case Manager. This innovative HUD-funded program follows the Housing First model, which provides long-term rental assistance and ongoing intensive case management and support to some of the most vulnerable individuals experiencing homelessness. This specialized case manager works with clients and landlords to obtain and maintain permanent housing paid for by a rental subsidy. Once housing is established, the client is connected to various community resources like physical and mental health care, dental care, and transportation.

How funds were used:

Funding supports Cross Roads House in providing a vital service to the greater NH Seacoast area with access to critical emergency shelter, assistance in finding stable housing, partnerships with local agencies, and post-shelter case management support, all to get unhoused individuals and families stabilized and into permanent housing where they can thrive as contributing members of our community.

A bed night at Cross Roads House costs \$108 per night. Since we served 8 Exeter residents for a total of 336 bed nights, the total cost for Exeter residents is \$36,288. We hope you will consider granting CRH \$25,000 towards this total.

**Cross Roads House**  
**Balance Sheet**  
As of June 30, 2024

	Jun 30, 24
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
Bank Prov	1,042,369.03
BankProv - MM	1,528,731.45
BankProv - Savings	9,253.56
BSB - #1111	5,000.00
BSB - MM #1076	94,551.18
SS - Cap Campaign MM -	213,168.73
SS - MStone Fund	215,608.53
Total Checking/Savings	3,108,682.48
Accounts Receivable	
Summary Accounts Receivable	523,703.79
Total Accounts Receivable	523,703.79
Other Current Assets	
Prepaid Expenses	23,889.00
Total Other Current Assets	23,889.00
Total Current Assets	3,656,275.27
Fixed Assets	
Phones - Case Management	3,728.92
Accum Amortization	-2,312.90
Land Improvements	4,071.00
Property and Equipment	4,238,940.53
Total Fixed Assets	4,244,427.55
Other Assets	
Long Term & Operating Reserve	3,416,885.38
Closing Costs	4,598.95
Prepaid 2014	500.00
Prepaid Insurance	2,862.39
Total Other Assets	3,424,846.72
<b>TOTAL ASSETS</b>	<b>11,325,549.54</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	9,336.86
Total Accounts Payable	9,336.86
Credit Cards	
Cardmember Service	4,192.16
Total Credit Cards	4,192.16
Other Current Liabilities	
Accrued Earned Leave	34,776.48
Accrued Payroll	21,076.89
CPA Adjust A/P	37,618.84
Other payroll liability	9,944.91
Payroll Liabilities	-10,857.56
State Tax Liability	6,908.20
Total Other Current Liabilities	99,467.76
Total Current Liabilities	112,996.78

**Cross Roads House  
Balance Sheet  
As of June 30, 2024**

	Jun 30, 24
<b>Long Term Liabilities</b>	
600 Lafayette Mort. #1 -	153,068.75
600 Lafayette Mortg #2	98,985.82
<b>Total Long Term Liabilities</b>	252,054.57
<b>Total Liabilities</b>	365,051.35
<b>Equity</b>	
Permanently Restricted Assets	-141,466.52
Retained Earnings	9,484,758.07
Temporarily Rest Net Assets	255,232.74
Net Income	1,361,973.90
<b>Total Equity</b>	10,960,498.19
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>11,325,549.54</b>



**Cross Roads House**  
**Profit & Loss Budget Overview**  
 July 2023 through June 2024

	Jul '23 - Jun 24
Ordinary Income/Expense	
Income	
CDBG Capital Funds for Projects	
CDBG Capital Funds for Projects - Other	0.00
Total CDBG Capital Funds for Projects	0.00
Contributions and Donations	
General Contributions	
Case Management	0.00
Transportation	0.00
General Contributions - Other	1,695,303.00
Total General Contributions	1,695,303.00
M. Stone Endowment	19,200.00
Stock Donations	48,200.00
Wentworth Income	
Gala 2022	0.00
Gala 2023	0.00
Gala 2023 Sponsorship	0.00
Gala 2024	600,000.00
Total Wentworth Income	600,000.00
Total Contributions and Donations	2,362,703.00
Fundraising Events	
Income from Poker	80,000.00
Jimmy's Event	40,000.00
Total Fundraising Events	120,000.00
Greenleaf Income	
Greenleaf Caretaker Rent	0.00
Greenleaf Laundry	800.00
Greenleaf Rental Income	63,840.00
Total Greenleaf Income	64,640.00
Municipalities	
CDBG - Public Service	
CDBG - Public Service - Other	57,000.00
Total CDBG - Public Service	57,000.00
Town Warrants	
Town Warrants - Other	95,000.00
Total Town Warrants	95,000.00
Total Municipalities	152,000.00
NH Charitable Distribution	0.00
State & Federal Grants	
EFSP - United Way	33,000.00
Permanent Supportive Housing	468,461.00
Rapid Rehousing	0.00
SGIA	327,587.00
USDA Reimbursement	3,280.00
Total State & Federal Grants	832,328.00
United Way & Other Grants	
United Way - AHIP	0.00
United Way Other	600.00
Total United Way & Other Grants	600.00
<b>Total Income</b>	<b>3,532,271.00</b>

**Cross Roads House**  
**Profit & Loss Budget Overview**  
 July 2023 through June 2024

01/11/24

Accrual Basis

	Jul '23 - Jun 24
<b>Gross Profit</b>	3,532,271.00
<b>Expense</b>	
<b>Administrative</b>	
Computer Support	48,584.00
Dues, Subscriptions & Licenses	3,969.00
<b>Office Expense</b>	
Bank Fees	50,979.00
General Office Expense	7,200.00
Office Supplies	3,600.00
Printing	4,800.00
Software	4,393.00
Office Expense - Other	120.50
<b>Total Office Expense</b>	71,092.50
<b>Total Administrative</b>	123,645.50
Bad Debts	0.00
Bank Service Charges	0.00
<b>Insurance</b>	
General Insurance	
General Insurance - Other	53,857.00
<b>Total General Insurance</b>	53,857.00
<b>Total Insurance</b>	53,857.00
<b>Marketing</b>	
Donation Credit Card Fees	8,477.00
Gala Expense	78,500.00
Jimmy's Event	18,000.00
Marketing Dues & Subscriptions	3,098.00
Marketing Printing	17,700.00
Poker Expense	3,300.00
Postage	7,700.00
Special Events Expense	7,500.00
Vol & Board Development	7,050.00
<b>Total Marketing</b>	151,325.00
<b>Occupancy Costs</b>	
Cleaning Greenleaf	4,620.00
Fire Alarm System Monitoring	3,008.00
Greenleaf Lawn care	3,460.00
Greenleaf Repairs	
Greenleaf Repairs - Other	9,300.00
<b>Total Greenleaf Repairs</b>	9,300.00
Greenleaf Snow Removal	4,000.00
Int Exp Greenleaf Mortgage	34,224.00
Interest Expense on Provident M	34,224.00
Janitorial Supplies Greenleaf	12,000.00
<b>Repairs &amp; Maintenance</b>	
Floor Maintenance	20,100.00
General Maintenance	13,730.00
General Repairs	42,196.00
Housekeeping Services	47,148.00
Janitorial Supplies	12,000.00
Lawn care	800.00
Plumbing & Heating	15,750.00
Trash & Snow Removal	17,402.00
<b>Total Repairs &amp; Maintenance</b>	169,126.00
<b>Total Occupancy Costs</b>	273,962.00
<b>Professional Fees</b>	

**Cross Roads House**  
**Profit & Loss Budget Overview**  
 July 2023 through June 2024

	<u>Jul '23 - Jun 24</u>
Audit	20,004.00
Greenleaf Legal	6,000.00
Investment Management Fees	0.00
Legal	0.00
<b>Total Professional Fees</b>	<u>26,004.00</u>
<b>Resident Services</b>	
Beds	4,600.00
Discretionary Client Support	10,000.00
Food Service	
Food Costs	29,260.00
Food Equipment Supplies	7,500.00
<b>Total Food Service</b>	<u>36,760.00</u>
<b>Permanent Supportive Housing</b>	
Rental Assistance	
Apartment Damage	6,000.00
Landlord Rents	366,000.00
Security Deposits	15,000.00
Utilities PSH	3,384.00
Rental Assistance - Other	0.00
<b>Total Rental Assistance</b>	<u>390,384.00</u>
<b>Total Permanent Supportive Housing</b>	390,384.00
Program Materials & Supplies	0.00
Rapid Rehousing	0.00
Resident & Household Supplies	7,200.00
Resident Services and Programs	15,200.00
Transportation Client Services	0.00
<b>Total Resident Services</b>	<u>464,144.00</u>
<b>Staffing/Payroll Expense</b>	2,373,212.30
<b>Utilities</b>	
Cable TV	3,384.00
Electric	51,920.00
Gas Heat	20,900.00
Greenleaf Cable/Internet	3,091.00
Greenleaf Electric	8,063.00
Greenleaf Gas	6,160.00
Greenleaf Water & Sewer	5,800.00
Internet	4,398.00
Telephone	
Telephone - Other	9,900.00
<b>Total Telephone</b>	<u>9,900.00</u>
<b>Water &amp; Sewer</b>	<u>21,600.00</u>
<b>Total Utilities</b>	<u>135,216.00</u>
<b>Total Expense</b>	<u>3,601,365.80</u>
<b>Net Ordinary Income</b>	-69,094.80
<b>Other Income/Expense</b>	
<b>Other Income</b>	
Capital Campaign Income	
Capital Campaign Income - Other	0.00
<b>Total Capital Campaign Income</b>	<u>0.00</u>
Court Mandated Payment to CRH	0.00
Covid Income	
ESG - CV	0.00

**Cross Roads House**  
**Profit & Loss Budget Overview**  
 July 2023 through June 2024

01/11/24

Accrual Basis

	Jul '23 - Jun 24
GOEFER Grant	0.00
NH Housing	0.00
Warming Shelter	0.00
Total Covid Income	0.00
Dividends & Interest	
416968 Dividends & Interest	45,600.00
Div & Int- General Operating	120.00
Int Income & Other Dividends	45,000.00
Total Dividends & Interest	90,720.00
Emergency Shelter Income	268,413.24
NH Statewide Community Housing	6,280.00
Poker Income	110,457.99
Realized Gain/Loss	0.00
Unrealized Gain/Loss	381,600.00
Venture Grant	0.00
Total Other Income	857,471.23
Other Expense	
Capital Campaign Expense	
Capital Campaign - Admin	21,832.00
Capital Campaign Events	73,330.00
Capital Campaign Marketing	46,666.00
Total Capital Campaign Expense	141,828.00
Covid Expense	
Covid Testing	0.00
Shelter Modification	0.00
Warming Shelter	0.00
Total Covid Expense	0.00
Depreciation Expense	222,000.00
Total Other Expense	363,828.00
Net Other Income	493,643.23
Net Income	424,548.43